

FORM 104-1
FEB 1952 51-4AA

CENTRAL INTELLIGENCE AGENCY

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SECURITY INFORMATION

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INFORMATION REPORT

REPORT NO. [REDACTED]

CD NO.

COUNTRY Germany (Russian Zone)

DATE DISTR. 9 July 1952

SUBJECT Measures to Improve Radio Tube Production at HF-Werk
Berlin-Oberschoeneweide

NO. OF PAGES 2

25 DATE OF
INFO.NO. OF ENCLS.
(LISTED BELOW)PLACE
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1. Fulfilling the T-2 program, which was the main objective of the HF-Werk at Berlin-Oberschoeneweide in 1951, presented grave problems. The production allotment for the year, including everything, was divided by 12 to get the monthly quotas, but during the first and second quarters of 1951 some of the tubes pertaining to the T-2 program were still under development; consequently the quotas set up could not be attained. In addition, during the first half of 1951 the works made other tubes besides those in the T-2 program. When it was realized that the works capacity was unequal to the production of both kinds, the manufacture of all except T-2 program tubes was suspended. The case was different with the production of television tubes. The program was not fulfilled here because additional equipment was needed which could not be provided.
2. In order to meet these difficulties, the monthly goals for 1952 are made up differently than those of 1951. In 1952, when individual types cannot be produced for any reason, the quotas for types being manufactured will be raised, in order to have additional capacity available later for the lagging types. The management has laid down six points as guiding principles in planning:
 - a. Timely, careful and definite fixing of production programs in cooperation with the business department and the company organizations.
 - b. Perfecting comprehensive work plans for all divisions, such as fabrication, production office chief engineer, technical planning, personnel office and purchasing.
 - c. Continuous control of the production plans drawn up, and closer cooperation by the production and technical planning departments in carrying them out.

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- d. Sanctioning of the necessary appropriations and their prompt provision.
 - e. Unconditional plan discipline, regardless of whether production occasionally suffers under technical difficulties.
 - f. Establishment of a materials pool, so that material on hand may be assigned according to plan and impending shortages noted in good time.
3. Other directives for overcoming the difficulties and weaknesses in production are:
- a. Improvement of the technology by :
 - (1) Working out objective testing methods for metal treating, fluorescent screens, filament making and paste making.
 - (2) Development and provision of the devices and testing methods required.
 - (3) Improvement of the fabrication control and research divisions.
 - (4) Closer operative cooperation with the technical control division (ATK) and greater readiness to take responsibility.
 - (5) Expansion of materials testing to speed up the clearing of materials.
 - (6) Checking and complementing of the working materials in the accounting department; also checking and complementing of the specifications.
 - b. Basic reorganization of the paste manufactory, with enlargement of both space and personnel.
 - c. Relief of the accounting department from concern with materials and capital expenditures, and increased responsibility for fulfillment of plan with objection-free quality.
 - d. Complete responsibility of the fabrication divisions for completing the separate works processes according to the production plan.
 - e. Strengthening the position of the office of production planning (Terminbuero) in the inspection and control of production.
 - f. Broadening the qualification of all members and thereby lowering the number of rejections; the most extreme cleanliness in the workshops; reduction of the danger of accidents by improvements of the workers' protection and working conditions.
 - g. Systematic care of machinery and establishment of an overhauling system.
 - h. Permanent maintenance of a repair staff.

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